



# progressionINcorrections

NOV 2007, Volume 7

*Indiana Department of Correction Employee Newsletter*

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## Emergency Response Team TRAINING IN ACTION



*ERO Joint Training Session*



## The Department's New Vision and Mission Statement



### THE VISION

We, the dedicated professionals of the Indiana Department of Correction, strive towards a safer, more secure Indiana for those we serve through innovative programming and community partnerships.

### MISSION STATEMENT

The mission of the Indiana Department of Correction is to empower the agency's staff of correctional professionals to increase public safety and reduce recidivism through successful re-entry programs that allow offenders the opportunity to positively contribute to Indiana communities.

## Camp Summit Students Required to Complete Programs

By Mike Scott, Superintendent

Camp Summit's students are required to successfully complete multiple programs which may include education, military-based and substance abuse programming. This year as part of the 2007 Facility Strategic Plan, all students are required to successfully complete both Thinking for a Change as well as Napoleon Hill's Keys to Success.

Since May 1, 2007, 59 students have completed Thinking for a Change and 74 have completed Keys to Success. Both of these programs have excellent information and complement staff efforts to help prepare students for a successful re-entry to their families and communities. Camp Summit's plan is to

continue to aggressively offer both important programs as part of the overall Program Mission. ■



Keys to Success graduation in September, featuring L to R: Dr. Judith Williamson, Executive Director of the Napoleon Hill World Learning Center; outstanding course student Trevor Beougher; Program Facilitator William Henning and Superintendent Mike Scott.

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We welcome all submissions.

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## From the Commissioner

Over the past several months, you have seen many visitors in your facilities, from Citizens Advisory Boards and reporters to lawmakers and judges. You may wonder why we put such effort into showing the facilities, and shining a spotlight on what goes on behind the walls of each Department facility. The simple answer is, I am proud of you and the hard work that staff does.

I am proud of all the work that you have done to "improve it and do it." We have many cutting edge programs and an excellent staff protecting public safety and paving the road to re-entry. We have many reasons to be proud and so I enjoy showing off all your hard work.

"As people learn what we do on a daily basis, they will have a greater understanding of the importance of our work, leading to an excitement for what is happening in the Indiana Department of Correction." These guests will be able to take that new understanding and excitement and use it to further our efforts in a multitude of ways, including volunteering and recruiting others to donate their time and resources, sharing stories of the hard work being done to ensure the public's safety, creating and amending laws to enhance correctional services, and asking questions that make us all reflect on why we do what we do the way we do it.

Already, we have seen members of Citizens Advisory Boards generate creative ideas at various facilities. We have implemented several suggestions, and hope to realize even more success from their ideas in the future.

In addition, we have put forth great effort to stimulate positive press, both locally and statewide. While ours will always be a controversial field and will always garner negative press, we have seen an increase in interest in the positive aspects of the Department. We have seen reports on former



**J. David Donahue, Commissioner  
Indiana Department of Correction**

offenders who took advantage of the opportunities we offer, made changes in their lives, and have gone on to live happy and productive lives as law-abiding citizens. There have been news reports on improved victim/witness notification through projects such as SAVIN. Other reports discuss donations by staff and offenders, including gifts of food, money and needed items to various non-profit agencies; community involvement programs such as offender program graduations, efforts with feeding Indiana's hungry, the dog and canine assistance programs; ACA accreditation; and many other positive human interest stories.

Based upon what they have learned when visiting our facilities, lawmakers have proposed or supported legislation that benefits the Department, not the least of which includes pay raises for custody staff and statutory recognition that DOC employees perform hazardous duty service for the citizens of Indiana.

Judges who have visited facilities have expressed their desire to participate in our reentry efforts by including programming requirements in the sentences they deliver. Other members of the judiciary are also participating much more in activity not only sending offenders to prison, but helping them transition back into their communities.

As they continue to develop these practices, we will see positive results in our offender population, and, hopefully, declining recidivism.

I am always pleased for the opportunity to "show off" the fine work that all of you do each day. While having visitors tour your facilities and offices sometimes requires staff to step out of their routines, I believe the rewards are worth the interruption. ■

*"As people learn what we do on a daily basis, they will have a greater understanding of the importance of our work, leading to an excitement for what is happening in the Indiana Department of Correction."*

**Commissioner  
J. David Donahue**

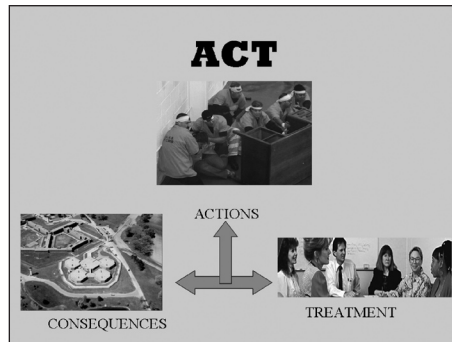


# ACT–Re-Entry for Long-Term Disciplinary Segregation

By John Schrader, Public Information Officer; Westville Correctional Facility

Much has been done to improve re-entry of offenders being released to their communities from the prisons. However, offenders in long-term disciplinary segregation did not have the opportunity to go through those typical re-entry programs. Rather, they were often released from maximum security segregation with minimal pre-release intervention. There was no incentive for them to change the behaviors that had resulted in their long-term disciplinary segregation.

**The ACT Program (Actions – Consequences – Treatment)** provides that alternative. It is a long-term program in which offenders go through four phases of increasing interventions and corresponding increasing rewards. While in the ACT program, their long-term disciplinary



segregation sanctions are temporarily suspended and held in abeyance, and they are placed on administrative segregation status.

Each of the initial four phases lasts three months. Inmates who do not show progress may be retained in a phase, or even demoted. Upon successful completion of the fourth phase, the

inmate is reviewed for return to general population in a maximum security facility. If he successfully re-integrates into general population there over the next six months, his disciplinary segregations sanctions are permanently suspended. He can then partake in the normal re-entry programs available to all general population offenders.

Since the program started ten months ago, 61 long-term disciplinary segregation offenders have been involved in the program. No one has been enrolled for a full year yet, so none have achieved Phase V. Only seven have dropped out of the program. Enrollment by phase as of September 30, 2007 is:

Level I - 4, Level II - 26,  
Level III - 12, Level IV - 12 ■

## PEN Products Awards U.S. Department of Labor Apprenticeships to 164 Offender Workers

By Becky Deeb, New Enterprise Development Manager

"PEN Products is to be applauded for its innovative efforts in preparing offenders for re-entry through the U.S. Apprenticeship program," announced Commissioner J. David Donahue when he presented the U.S. Department of Labor Apprenticeship Certificates to 164 PEN Products offender workers at the Miami Correctional Facility in Bunker Hill, Indiana on August 2, 2007.

"These certificate recipients will have a greater chance of finding employment after release and inspire other offenders to work hard on the inside to succeed on the outside," he continued.

The offenders completed their On-the-Job Training and required class work while working in the PEN Products Industries plant. They earned their Apprenticeships in the following job titles: Industrial Engineering Technologist, Machine Operator, Numerical Tool Programmer, Patternmaker, Chemical Operator II and III, Material Coordinator, Electromechanical Assembler, Housekeeper, Quality Control–Inspection, Administrative Assistant and Maintenance Mechanic. ■



From Left to Right: Doug Evans, Operations Manager; J. David Donahue, Commissioner; and Mike Herron congratulating offenders.



# Read-to-Me Program

By Janet Meek, Indiana State Library

include building the number of participants as well as upgrading technology to include video recording.

Following are some unedited responses from offenders to the survey question.

"Please tell how the Read-To-Me Program has made a difference in your life."

- "This program help my kids to get use to my voice. It also teaching me some of the parenting skills I need to help raise my kids, which I did not have before."
- "They are able to hear grandpapa's voice and know I have not forgotten about them. It is difficult to explain why I can't be there for them and even more so when I don't understand all that has happened."

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The Indiana State Library and the Indiana State Department of Correction are partnering once again to expand the existing Read-to-Me Literacy program. The program began in the Fall of 2000. Since then, incarcerated parents have had an opportunity to share the joys of reading with their children.

Parents, regardless of their educational levels, become the children's first teachers.

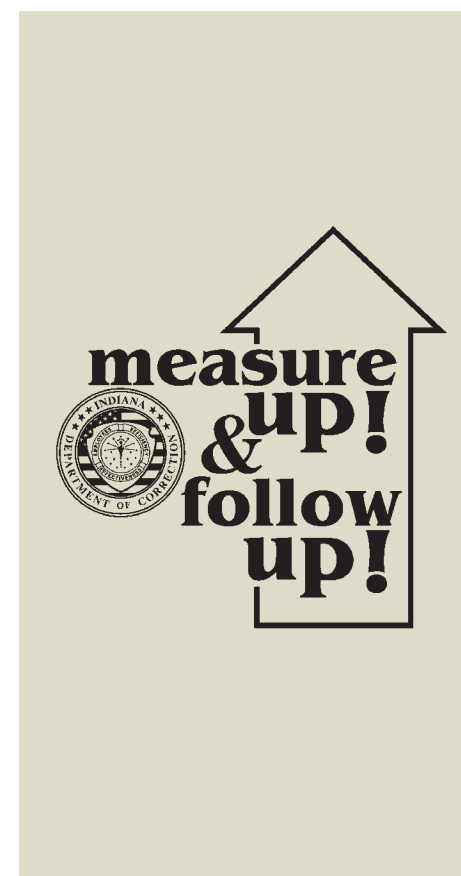
The program has four primary objectives:

- To break the cycle of incarceration and low literacy.
- To educate parents to become their children's first teacher.
- To instruct parents in the use of children's books to teach the children in their lives.
- To make personal connections with the children during the period of incarceration.

Currently, the Indiana State Library provides children's books, cassette tapes, and postage for mailing the tapes and books. Grant funds, publisher donations, and generous donations from the Volunteers of America, enable the program to continue.

The library welcomes donations of new and gently used books, or recording equipment to assist in the success of this program. Goals for the coming year

- "Yes, it has changed my life because, me and my little brother didn't have nothing in common and now we do! I haven't seen him 2 ½ years and the first time I seen him he talked about the book!"
- "My youngest play the tape over and over again. The last book was about learning you're A.B.C. She like that because she is in headstart and she learning them. My oldest like them also."
- "Although communication with them is limited and is subject to their Grandma's time schedule this program has given me a feeling of satisfaction & fulfillment just knowing that I, as a loving Father, have attempted to bridge the distance."
- "I really don't see or talk to my son. My sister takes the book to him and they read it with me. The read-to-me Program helps me reach out to my son, so he gets to know how I am."
- "His mother told me he would ask her to play tape while he looked at books 3 times a day. Make me wish I was home to spend more time with family."
- "When I was at home I use to read to my sons every night. Because you've given me the chance to read to them again I know the peace and joy it brings to their hearts and mine also."



## Connections in Case Management

By James Cox, Jr.,  
Director of Case Management

In June 2007, the Indiana Department of Correction began a process called the Case Management Analysis Program. (CMAP) The CMAP measures efficiencies, identifies and corrects problems as well as promotes a clinical culture. A baseline system was put in place in June 2007 and, as of August 2007, our Case Management System has increased over 16 percent from that baseline, improving the quality of our Re-Entry Accountability Plans and Progress Reports.

In July 2007, the Department held its first Case Management Conference for IDOC staff. The conference was opened by Commissioner J. David Donahue stating, "Case Management can and will reduce recidivism." There were break-out sessions covering various subjects, including Re-Entry Accountability Plans, Progress Reports, Custody Role in Case Management, Interventions, and Time Management.

We have taken the Substance Abuse Management System and placed it directly into the Adult Case Management System to better the capabilities of the Unit Teams. This merge helps Unit Teams to collaborate effortlessly as well as be in constant update of any offender's Substance Abuse Program status. This endeavor will save the Department countless hours.

Further enhancements are on their way to better equip the IDOC's Case Management Teams which include:

*Continued on page 8*

## Indiana's Purposeful Living Units Serve (PLUS) Program Going Strong

By Stephen Hall, Religious Services Director

Did you know that in the most recent quarterly report period, the rate of conduct reports (infractions of facility rules) for PLUS participants was significantly lower than the conduct reports in the general population at the corresponding facilities? This trend has also been true in previous reporting periods.

The Faith- and Character-Based Advisory Board that oversees the Indiana PLUS program held its quarterly meeting at Wabash Valley Correctional Facility on September 20, 2007. The Board is made up of civic and faith-based leaders from all over the state.

After a tour of the PLUS unit in which members talked with participants about their experiences and saw some of the community service projects the participants are involved in, the board members were updated on the overall progress of the PLUS program statewide.

Now entering its third year, over 550 persons have graduated from the PLUS program. Of these, 43 have been released back into the community. None of the 43 has been returned to any Indiana Department of Correction facility.

The PLUS program is currently operating at 16 different facilities, 12 adult and four juvenile. Approximately 1,200 participants are currently enrolled.

Future expansion plans for this program include a unit at Logansport Juvenile Correctional Facility, a



**State Rep. Peggy Welch, a member of the Faith- and Character-Based Advisory Board, touring the PLUS unit at Wabash Valley Correctional Facility.**

male unit at Indianapolis Juvenile Correctional Facility, a unit at New Castle Correctional Facility and the integration of the PLUS model facility-wide at Plainfield Re-entry Education Facility.

The most recent addition to the curriculum of the PLUS program is the Prevention and Relationship Enhancement Program (PREP). PREP is a skills-based marriage education curriculum that provides couples with skills to enhance their ability to build a successful and satisfying marital relationship.

Under a grant from the US Department of Health & Human Services the travel, meals and lodging expenses of spouses/partners are provided to enable them to attend a two day marriage enrichment seminar with their incarcerated loved ones. Since family support and stability is a crucial factor in successful re-entry of offenders back into the community, this program is expected to bolster rehabilitation efforts. ■





## Chronic Care Unit Comes to ISP

By Pamela James, Administrative Services Secretary;  
Indiana State Prison

To meet the needs of a growing population of mentally ill offenders, the Indiana State Prison has developed a Chronic Care Unit (CCU). This important unit with innovative programming has helped ISP meet the needs and provide proper housing arrangements for offenders with serious mental illnesses. The CCU was developed in collaboration with re-entry, custody, and medical staff. The unit has distinguished itself by providing the ability not only to treat offenders for their mental illnesses, but also prepare them for re-entry into general population and then society.

The Indiana State Prison's Chronic Care Unit (CCU) is a 40-bed unit to provide specialized treatment for seriously mental ill (SMI) offenders.

The offenders housed on this unit receive daily medical and psychological treatment on the unit. Mental health staff provides individual and group therapy sessions in addition to intensive behavioral modification programs.

Indiana State Prison uses an innovative approach to provide the needed therapy and programming to produce desired results. One such program is P.R.I.N.T.S. (Participants Receiving Interventions Necessary To Succeed). Under this program,



**Tina Keelor-Watts, Case Manager;  
Jacks, The Therapeutic Cat and  
Larry Bethea, CCU Resident**

each offender receives education about his mental illness and how to manage his symptoms. He receives close supervision with structured activities designed to function in the prison setting.

Another innovative program is S.O.R.T.S. (Special-Needs Offenders Reintegrate Therapeutic Society). This program is to prepare offenders for release back into general population. The special-needs offenders have been assigned mentors to help them adjust to their moves to population. The CCU staff meets weekly with the offenders and their mentors to help with any problems that may occur.

The Prison also utilizes its feline program in the treatment process on CCU. Cats are taken to the unit for interaction with the offenders. The cats have a calming effect and play an important role in the emotional and physical health of the men. ■

## Victim Notification Improves

By Tim J. Brown,  
Director of Legislative Services

The method of Victim Notification has changed in the Department of Correction. The former process required employees to manually contact victims and generate responses based off the location of the offender through the corrections system.

Indiana SAVIN, (Statewide Automated Victim Information and Notification), a free and anonymous telephone or internet service, provides victims of crime two important features: Information and Notification. Indiana SAVIN is supported by a grant awarded by the Bureau of Justice Assistance. Currently there are 15 local jails, as well as all Department of Correction facilities, participating in SAVIN. By the end of 2008, Indiana SAVIN will be statewide at all local jails.

Indiana SAVIN monitors the custody status of offenders in Indiana's county jails and Department of Correction facilities. It provides victims and other concerned citizens access to information 24 hours a day, 365 days a year by calling our toll-free number 1-866-959-VINE (8463) or on the internet at [www.vinelink.com](http://www.vinelink.com). It also allows crime victims or other concerned citizens the ability to register directly for telephone and/or e-mail notification of release/transfer information regarding any offender.

There are numerous benefits to Indiana SAVIN. It assists in protecting and empowering victims by keeping them informed of their cases. It also assists criminal justice agencies by providing one direct link to the custody information of offenders. ■

# GROWing Like Gangbusters

By Michael Dempsey, Superintendent; Pendleton Juvenile Correctional Facility

Pendleton Juvenile Correctional Facility was given the opportunity to develop, implement and pilot the first gang intervention program for juvenile offenders. The program is called G.R.O.W. (Gang Realities in Our World) and it focuses on gang intervention and personal growth.

This new program curriculum was inspired by the book *Gangbusters* by Lonnie Jackson, along with the practical experience and knowledge of the staff working with these offenders. The overwhelming number of incarcerated youth who are identified as gang members necessitated this development in juvenile facilities.

The offenders involved in this program are required to attend gang intervention groups. In these groups, students learn about realities that gangsters typically disregard, such as how gang activity affects families and the dangers of gang violence. Students also practice victim empathy, and learn to identify appropriate role models and develop true friendships.

The group is conducted by the Security Threat Group Coordinator and a counselor. Students participate in group discussions; role play activities; sessions that have a movies, music and other media; and meetings with special speakers. Offenders also have homework assignments at the end of each session. When the offenders complete the program, they are re-classified back to the general population to complete the rest of their re-entry accountability plans at the facility.

Graduates of the program have a follow-up process group once a month in which the offenders get together to discuss the transition back to general population and any problems involving gang related issues that they may be experiencing. Re-entry initiatives also play an important part of this program.

An important goal of the program is to set the offenders up with mentors in their own communities. This has been a great experience for Pendleton and is a unique opportunity for juvenile offenders to re-enter the community with new outlooks, especially regarding gangs and being involved in gangs. ■

## Connections in Case Management continued from page 6

- A tickler system for parole placements.
- Emergency Contacts and Visiting Lists in OCMS & OIS.
- A Transition Screen in OCMS that will identify:
  - Pending Time Cut Days and EPRD change reflection.
  - Parole Package sent to: Date & Address.
  - Probation, Report To & Instructions.
  - Work Release Applicability, Application sent info, Reason for Refusal.
- CTP Application Sent, Address & Date.
- PREF Application Process.
- Program Information Screen to Include:
  - Programs Available
  - Applied For
  - Started
  - Completed
  - Completion Type

Stay tuned as we forge the future, one case at a time. ■

# Offender to Defender

By Michael Dempsey, Superintendent; Future Soldier Program

Pendleton Juvenile Correctional Facility has developed a pilot program called the Future Soldier Program. The purpose of this unit is to identify offenders from our population who meet military enlistment criteria, develop and prepare them as legitimate military recruits and finally arrange for their re-entry placement into one of the military branches whenever possible.

The offenders selected for this program will have volunteered for the program, submitted an application, have reached the age of 16, and completed a formal interview process. Participation in this program in no way assures acceptance into the military; however, we will assist in the waiver process with the offenders if needed.

Along with the goals for this unit, there will be a list of objectives that will also have to be met in order for unit members to complete a successful program. This list of objectives is as follows:

- Develop good citizenship and patriotism.
- Develop self-reliance, leadership, and responsiveness to constituted authority.
- Improve the ability to communicate well; both orally and written.
- Develop an appreciation of the importance of physical fitness.

*Continued on page 9*





## Responsible Fatherhood and Healthy Marriage Programs in IDOC

By Stephen Hall,  
Religious Services Director

Providing tools for men to become more involved, responsible and committed fathers, the "Inside Out Dads" curriculum is now available at all adult male facilities in Indiana. The program, as part of the National Fatherhood Initiative, offers educational sessions including The Meaning of Masculinity, Physical and Mental Health, Dealing with Stress and Anger, Carrying Emotions, Recognizing Feelings of Grief and Loss, Love and Relationships, Improving Communication Skills, Building Self-Worth, Discipline, Developmental Stages of Childhood and Creating a Fathering Plan.



In addition, Branchville Correctional, Correctional Industrial, Plainfield Re-entry Education and Wabash Valley Correctional Facilities supplement "Inside Out Dads" with programming including Baby Care Basics, "Dr. Dad" curriculum and the "Read to Me Dad" program. These supplemental programs are possible due to a grant received from the US Health and Human Services, Office of Family Assistant.

*Continued on page 10*

## Token Economy at NEJCF a Reward in Itself

By Eric Anthony, Safety Coordination/Public Information Officer;  
Northeast Juvenile Correctional Facility

An incentive/reward process has been implemented at the Northeast Juvenile Correctional Facility.

Established to promote and maintain a positive behavior for the juvenile offenders, the TOP (Terrific Opportunity Program) identifies, monitors and tracks all students as they progress through their Growth and Transition phases. TOP offenders must meet and maintain eligibility requirements which are evaluated monthly by staff. Rewards include pizza parties; special recreation times in the gym, weight room or outside; weekly movie night with popcorn and pop; and other fun events.

Offenders are also awarded a lasting benefit of a Certificate of Accomplishment issued before their peers just prior to release.

Although facility staff are proud of all the TOP participants, one particular student's accomplishments stand out. Upon his arrival at NEJCF in December 2006, this student was openly hostile and a serious management concern. He made frequent accusations that our program was too hard, expressed anger toward everyone, and he "just didn't care..."



**Student accepting reward from Andrew Ambrose, Recreation Coordinator.**

Since May 2007, he has become goal-oriented and remained focused on his release and transition into the community. His accomplishments have included not receiving any disciplinary paperwork since June and successfully completing his GED.

One of his daily complaints was not getting enough help in school. He has since assisted with the organization of GED Tutor program at the facility. He is currently tutoring three fellow students in preparation for their GED test.

This student's greatest reward is the thrill of attaining "Release" level for the student, the facility and the community. ■

### Offender to Defender continued from page 8

- Increase respect for the role of the US Armed Forces in support of national objectives.
- Develop a basic knowledge of military skills.

The treatment program will be developed upon intake consistent with all other offenders. The Future Soldiers will complete all necessary groups as

established by their growth plan. The treatment program will consist of Anger Replacement Therapy, Staying Sharp, Thinking for a Change and Employability during the weekdays. On the weekends, the offenders will participate in activities and groups that focus on military education and special events. ■

## Staff Development and Training Division Employees, Efficiency, Effectiveness...E-Learning

By Dan Ronay, Acting Deputy Commissioner of Administration

In July 2007, the Indiana Department of Correction Division of Staff Development & Training rolled out the first training modules based solely for online access by Agency staff. The initial 14 annual in-service modules were made possible after a year of planning, training, and testing by SD&T staff.



Computer Based Training (CBT) is a new initiative designed to make various training topics easily accessible by all staff on any shift. The modules can be accessed by computer with online testing at the end of each module to measure the success of the participant in learning the topic. The initial modules are Professional Conduct, Preventing Sexual Harassment, Safety

in the Workplace, Supervision of Offenders, Security Procedures, Legal Issues, Offender Rules and Regulations, Grievance Procedures, Special Needs Offenders, Substance Abuse, Case Management Overview, Overview of CLIFF/PLUS programs, Religious Practices of Offenders, and Pay for Performance.

This project began in October of 2006 with SD&T staff being trained in the process of developing the online modules. Once trained, staff members worked at researching lesson plans and designing the modules to be informative, thorough, and reasonably understandable by all staff. This mission was accomplished with dedicated efforts by Christopher Stunda, Scott Baker, Kris Pew and Tamra O'Keefe of the Correctional Training Institute. Their dedication and professionalism, combined with the collaboration of Chris Chastain of InRange Consulting, created an unprecedented success in this endeavor. Of particular note is the fact that only three other State Corrections Departments offer E-Learning to their staff.

Poised to entertain hundreds of trouble-shooting calls at the advent of implementation, both Indiana Office of

Technology and CTI were pleased that only a small percentage of users had technical interfacing issues. All calls received were immediately handled and trainers across the State report that DOC staff are enjoying the freedom of online training.

These initial modules are just the beginning of the E-Learning initiative within the Department of Correction. Now that the In-Service Topics have been fielded, additional modules are in the process of development. E-Learning will bring to your computer job-specific training, leadership training, and training to enhance promotional opportunities within the Department. Some modules will be mandated for staff; others will be taken at the discretion of staff themselves. While this delivery method of training will not completely replace instructor-led training, Computer Based Training is poised to change the concepts of training within IDOC and make definitive and quality training available to more staff at a lesser cost to the Department. It is simply another example of the Progression in Corrections by Staff Development & Training. ■



**PREP marriage enrichment seminar at Miami Correctional Facility**

### Responsible Fatherhood and Healthy Marriage Programs in IDOC continued from page 9

The US HHS, OFA also funds a Healthy Marriage program at 13 different adult male facilities. The curriculum being used is Prevention and Relationship Enhancement Program (PREP). We offer marriage enrichment seminars twice a year at each prison. The seminar is a two-day workshop held at the prison. The target audience is incarcerated fathers

and their spouses/significant others. Participants in the healthy marriage seminars must also have previously taken a parenting course, either "Inside Out Dads" or "24/7 Dad". The grant pays for training facilitators, curriculum, travel expenses for spouses to the prison, overnight lodging during the seminar weekend and meals during the seminar weekend. ■



## A Sign of the Times: PEN Products Praised by INDOT

By Becky Deeb, New Enterprise Development Manager

**P**EN Products has manufactured highway road signs for decades. The main customer for these regulatory signs was the Indiana Department of Transportation, (INDOT). Over the years the quality, delivery and price of the PEN Products signs to INDOT moved to a level that was not satisfactory.

In 2005, INDOT and PEN discussed a new sign inventory and replacement process. This new process eliminated large inventories of signs at INDOT and PEN, and required PEN Products to manufacture and deliver under a Just-In-

Time inventory philosophy. Additionally, INDOT asked PEN Products to streamline its manufacturing process, investigate ways to reduce cost and provide the signs at a lower price.

"I was very apprehensive in the beginning. PEN Products committed to deliver product nine days after the receipt of the order. I was also concerned about the quality of the signs. In the past we have seen a lot of inconsistency," said Jeff Parker.

"The last two years have been a pleasure. It has been a whole new world! We have quality, timeliness and a good price," commented Mike Bowman.

The PEN Products Industry operations at the Westville Correctional Facility are to be commended on their efforts that have changed this operation. This is an excellent example of what can happen when state agencies sit down together and search for more efficient ways to accomplish a task. This particular change of direction has been a win for PEN, INDOT and the taxpayers of Indiana. ■

## Thoroughbred Retirement Foundation Second Chance for Horses and Offenders

By Tim J. Brown, Director of Legislative Services

**T**he arrival of six horses from Kentucky and one from Indiana marked the beginning of the first Thoroughbred Retirement Foundation (TRF) Program in the State of Indiana. Located at the Putnamville Correctional Facility, the program will expand to include approximately 50 horses in the near future.

TRF is a national, non-profit organization developed to end needless abuse and slaughter of race horses by providing humane, viable rescue programs including permanent retirement and private adoption for thoroughbreds at the end of their racing careers. The TRF Program also facilitates an Equine Vocational Training Program for offenders.

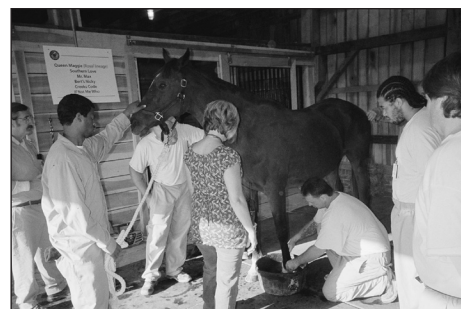
Under the instruction of Barbara Holcomb, Equine Management Instructor, 15 offenders are learning Horse Care, Farrier Science (farriers are trained in the

art and science of trimming and shoeing horses of all breeds), Nutrition, and Equine Law and Business.

The program affords offenders an opportunity to learn marketable job skills and has provided other offenders to utilize learned skills. The horses reside in stables built by offenders and made from lumber that originated from facility grounds.

The newest addition to the program is "Ozzie," a llama, affectionately named after Michael "Ozzie" Osburn, Superintendent of the facility. "Ozzie," (the llama, not the superintendent), was donated to the facility to protect the horses from coyotes.

"Without the support of Commissioner Donahue we would not have had the opportunity to offer a program that is beneficial to both the horses and offenders...it's a win, win situation," stated



Superintendent Osburn. An additional nine to 12 horses are expected to arrive soon.

"I enjoy working with the horses. All they want is someone to take care of them," stated one of the offenders in the program. "It's nice to have something other than just me to care for."

"It's a chance for offenders to learn responsibility and to take pride in caring for something other than themselves. These are attributes that we hope will carry over into their family relationships and enable them to be productive fathers and members of society," stated Commissioner J. David Donahue. ■



# Operational Perspectives

By Cecil Davis, Deputy Commissioner of Operations

Over the past several months, the Operations Division has been moving forward with many initiatives to improve effectiveness, efficiency, and the safety of the public, staff, and offenders. There have been many revisions to policy and new procedures created to improve the operation of our facilities and agency. The following are a few highlights of these accomplishments:

## Internal Affairs

In March 2007, the Internal Affairs Division launched a new initiative staffed by two full-time Program Coordinators. One coordinator is assigned to the Indiana FUSION Center and the second works out of the Internal Affairs Division. These positions will facilitate the sharing of intelligence information gathered from throughout our correctional facilities and disseminate that information to the appropriate outside agencies. The Fusion Center employee, officially titled "Watch Officer," and the Internal Affairs employee, officially titled "Intelligence Officer," are charged with many duties and are cross trained to facilitate a six-month rotation between the two assignments. The Intelligence Officer is responsible for the collection, examination, and appropriate distribution of all information gathered from each Correctional Facility. The Watch Officer oversees system analysts in the Fusion Center in processing intelligence information from our facilities and from all other jurisdictions nationwide.

Beginning in October 2007, the Internal Affairs Division launched a Fugitive Apprehension Unit. Comprised of Internal Affairs staff, Indiana State Police, Parole Officers, and other agencies, this unit concentrates on escapees and parole absconders. It will identify

information specific to the target subject and expedite the transfer of that information to the appropriate law enforcement agencies to facilitate the fugitives' return to custody. The unit has some significant success already with the capture of four escapees by October 15, including one that had been on the loose since 1972.

In addition, the Internal Affairs Division launched a training course at the Correctional Training Institute on "Basic Internal Affairs Investigations". The certification course was opened to any Correctional employee with a minimum of two years correctional experience, with the first academy in March 2007. An array of subject matter experts were brought in to instruct on crime scene processing, crime scene photography, interview and interrogation, and report writing. This program was so successful, the Internal Affairs Division launched a second training academy in July 2007, "Advanced Crime Scene Protocol". The Indiana State Police provided subject matter experts, instructors and training materials. DOC Investigators from throughout the State attended the three-day course. Many of the initiatives Internal Affairs has undertaken fall under the scope of the "CAT" Program (Criminal Activity Taskforce) which was created for the prevention, detection and prosecuting of criminal activities committed by staff, inmates and the public. The overall goal is to improve safety, security and quality of life in the correctional institution by reducing criminal activity.

## Emergency Response Operations

The Division of Emergency Response Operations and Staff Development and Training held the inaugural Indiana/

Ohio Correctional Emergency Response Conference at the Correctional Training Institute. The event was a five-day venture to promote an enhanced working relationship between both states' emergency teams. Indiana's Emergency Response Operations Cadre and Ohio's Special Tactics and Response Team Directors came together and structured the event to highlight shared best practices in critical incidents, programs and tactics to the 120 attendees. Emergency Response is also in full swing with the 9mm GLOCK 17 transition; it is the most widely used and trusted weapon by law enforcement officers in their daily duties throughout the world. Both Ohio and Indiana Department's transition to this semi-automatic weapon dramatically increases the daily safety and security of officers.

ERO conducted three agency / community Emergency Disaster Drills so far this year, focusing on improving communication; cooperation and coordination of response to emergencies by our agency and community public service agencies.

## Operational Support Services

Operational Support Services assists the Department in many areas. One responsibility is to oversee the current Indiana Department of Correction's population in the county jails, which incorporates all 92 county jails in the State. As of September 28, 2007, the Indiana Department of Correction jail population was 1,292. The offenders being held in the county jails have not traditionally been through classification. Operational Support has begun the

*Continued on page 13*



## Operational Perspectives continued from page 12

process of running IDACS on all Indiana Department of Correction staff. This is a timely project which will help ensure the right staff are employed at our agency.

Operational Support completed this last year a DNA project which has flagged all offenders in the computer system as having a DNA test. This information is being shared with the Indiana State Police. We monitor the DNA information monthly to make sure our data is kept up-to-date. Operational Support has supported the facilities by doing all IDACS checks on offenders that are being released from facilities back to the community. This is part of the release procedures. We have also worked at getting staff trained at major locations and have secured IDACS computer capabilities. Facilities are now starting to check for open warrants and detainers on offenders before they are released back to the community.

The Indiana Department of Correction sent five staff to the National Major Gang Task Force (NMGTF) Conference in September. The NMGTF introduced its latest publication: *Tattoos, A Source for Identifying Information on Gangs & STG Members*. Operational Support coordinated with facility STG Coordinators to obtain photographs to be submitted for this book. We can be proud of the sections dedicated to the Indiana Department of Correction, which will serve to better ensure offender management in the STG area.

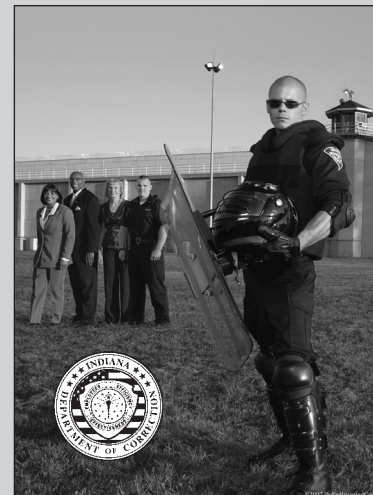
### Program Review Division

Throughout the last year, the Program Review Division has continuously striven to improve the baseline of provided services. Those services include Program Review/Audit support of all IDOC correctional facilities; inspection and support of all 92 county jails; inspection and support of the 23 county juvenile

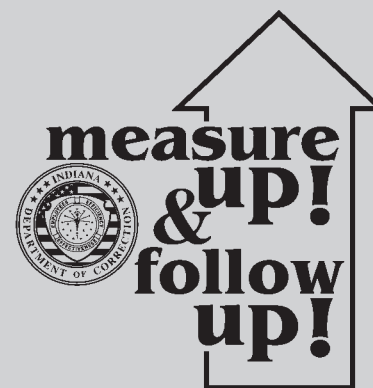
detention centers; and availability for special projects assigned by the Commissioner.

New initiatives embraced this year include the following: reviewing sites of all of the Parole Districts; reviewing sites of all of the "stand-alone" community corrections centers; coordinating the development of a "peer review" process for problem solving; coordinating the development of a "best practices" instrument for adult and juvenile facilities; coordinating the formation of a state-wide jail standards review committee; revising the Jail Inspection Policy, inspection instrument, and the list of required jail-furnished documentation; Revising the Program Review/Audit Policy; establishing "jail portfolios" for every county; completing the 2006 Annual Jail Report; collaborating with PEN Products to provide Indiana jails samples of products with every visit; conducting ACA-related training for all facilities' ACA managers and collateral auditors; and dramatically increasing the follow-up of offender-related / family-related issues and complaints with jails.

Overall, there has been an emphasis on insuring basics through our internal audits, special tool control audits, and focus on insuring that day- to-day sanitation is maintained at a high level. In the preceding 12 month period, a total of nine facilities have been accredited or recommended for accreditation by ACA. The Operations Division has worked closely with other divisions within our agency to help improve efficiency and effectiveness and to promote a safe, secure environment that provides opportunities for the offenders to become productive law abiding citizens. Over the next several months we will continue to Improve It and Do It. ■



We, the dedicated professionals of the Indiana Department of Correction, strive towards a safer, more secure Indiana for those we serve through innovative programming and community partnerships.





## INDIANA DEPARTMENT OF CORRECTION

Indiana Government Center South  
302 W. Washington Street  
Room E334  
Indianapolis, IN 46204

# Program & Training Calendar

### November, 2007

- |       |  |
|-------|--|
| 13    | Mentoring Program<br>Plainfield Correctional<br>Facility |
| 14    | Mentoring Program<br>Correctional Training<br>Institute  |
| 15    | Mentoring Program<br>Westville Correctional<br>Facility  |
| 26-30 | ERO/SITCON Academy<br>Correctional Training<br>Institute |
| 26-30 | Media Madness<br>Correctional Training<br>Institute      |
| 26-30 | Pre-Service Academy<br>Week 1                            |

### December, 2007

- |     |   |       |   |
|-----|---|-------|---|
| 3-7 | ERO/Firearms Instructor<br>Basic<br>Correctional Training<br>Institute                        | 10-14 | ERO/K-9<br>Correctional Training<br>Institute                                 |
| 3-7 | ECMS  | 10-14 | Pre-Service Academy<br>Week 3   |
| 3-7 | Pre-Service Academy<br>Week 2   | 12-13 | Custody Supervisor<br>Train the Trainer<br>Correctional Training<br>Institute |
| 4   | Jail Safe<br>Correctional Training<br>Institute   | 17    | Jail Safe<br>Westville Correctional<br>Facility                               |
| 5-6 | Classification Conference<br>Correctional Training<br>Institute                               | 17-21 | Making A Change<br>Juvenile Academy<br>Week 4                                 |
| 5-6 | Correctional Management<br>Custody Supervisory Training<br>Correctional Training<br>Institute |       |   |

